

## Face Sheet

OMB No. 3137-0048

08/31/2005

CFDA No. 45.301

1. Applicant Organization  
Adirondack History Center

2. Institutional Mailing Address  
PO Box 428

3. City  
Elizabethtown

4. State  
NY

5. Zip Code  
12932

6. Web Address www.adkhistorycenter.org

7. DUNS Number (9 digits) 119233856

8. TIN Number (9 digits) 14-1414460

9. Name and Title of Project Director ☐ Mr. ☒ Ms. ☐ Dr.  
Margaret Gibbs, Director

10. Business Phone of Project Director  
518-873-6466

11. Project Director Mailing Address  
PO Box 428

12. City  
Elizabethtown

13. State  
NY

14. Zip Code  
12932

15. Fax Number of Project Director  
518-873-6466

16. E-mail Address of Project Director  
echs@northnet.org

17. Name and Title of Authorizing Official  
James Rogers III **President**

18. Business Phone of Authorizing Official  
518-873-6466

19. Authorizing Official Mailing Address  
PO Box 428

20. City  
Elizabethtown

21. State  
NY

22. Zip Code  
12932

23. Email Address of Authorizing Official echs@northnet.org

24. Sponsoring institution if applicable (e.g., municipality, state, or university)  
☒ check if this entity will manage funds if an award is made. Name and address:  
Essex County Historical Society

25. Is the applicant organization university controlled? ☐ yes ☒ no

26. Governing control of applicant ☐ State ☐ Municipal ☐ County ☒ Private Non-Profit  
☐ Tribal Government ☐ Other, please specify \_\_\_\_\_

27. Type of organization (check one)

<input type="checkbox"/> Aquarium	<input type="checkbox"/> Nature Center
<input type="checkbox"/> Arboretum/Botanical Garden	<input type="checkbox"/> Natural History/Anthropology museum
<input type="checkbox"/> Art museum	<input type="checkbox"/> Planetarium
<input type="checkbox"/> Children's/youth museum	<input type="checkbox"/> Science/technology museum
<input type="checkbox"/> General museum*	<input type="checkbox"/> Zoo
<input type="checkbox"/> Historic house/site	<input type="checkbox"/> Specialized**
<input checked="" type="checkbox"/> History museum	<input type="checkbox"/> Other _____

\* A museum with collections representing two or more disciplines equally (e.g., art and history).

\*\* A museum with collections limited to one narrowly defined discipline (e.g., textiles, stamps, maritime, ethnic group).

28. Museum's attendance for the 12-month period prior to the application.

Onsite 3327 Offsite 269 Electronic \_\_\_\_\_

29. Total number of hours the museum was open to the public for the 12-month period prior to application. 1008

30. Year the Museum was first open and exhibiting to the public. 1955

31. Number of full-time paid museum staff 1 32. Number of part-time paid museum staff 4

33. Number of full-time unpaid museum staff 0 34. Number of part-time unpaid museum staff 2

35.-36.

Fiscal Year	Revenue/ Support/Income	Expenses/ Outlays	Budget Deficit (if applicable)*	Budget Surplus (if applicable)
Most recently completed FY 20 <u>03</u>	\$ 64,357	\$ 74,905	(\$ 10,548 )	\$
Second most recently completed FY 20 <u>02</u>	\$ 73,187	\$ 73,589	(\$ 402 )	\$

\* If Institution has a budget deficit for either of the two most recently completed fiscal years, please attach a single sheet behind this face sheet to explain the circumstances of this deficit.

37. Amount Requested \$ 56,350

38. Amount of Matching Funds \$ 56,492

39. Grant Period (Starting Date) 8 / 1 / 05 — 7 / 31 / 07 (Ending Date)  
(must begin between 8/1/05 -10/31/05)

40. Please check project type category (check only one category)

☒ Sustaining Cultural Heritage

☐ Supporting Lifelong Learning

☐ Serving as Centers of Community Engagement

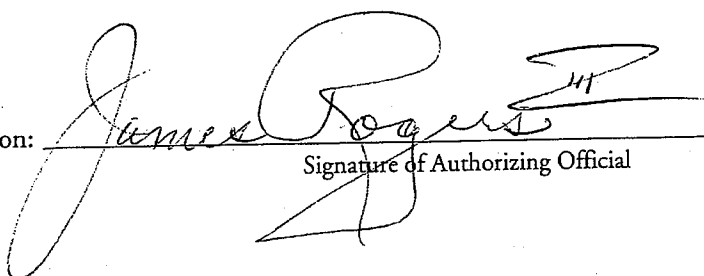
41. Project Title Collections Management in Support of Museum Building Project

42. Institution Name Adirondack History Center

43. In the space below, summarize the project activities (2,000 maximum character count).

The project addresses the Museums for America goal of Sustaining Cultural Heritage through collection management activities. The two-year project proposes hiring a consultant to reorganize and catalog our collections during the museum building project. This is an urgent need, identified through the long range planning process, to insure accessibility to the collection. The museum's collection is used extensively for collection-based exhibits, research and educational programs. Project activities are designed to ensure no lapse in public services while the building is under construction. Proposed activities include relocating objects impacted by the construction, reorganizing storage spaces, and cataloging collections. The project builds on the museum's current collections management program by using the PastPerfect Museum Software currently in use while relocating artifacts and re-organizing storage rooms to accomodate the new building design. The concern is that as objects are relocated they will become less accessible. Some objects have already been moved and it is apparent that there are gaps in the collection catalog. To meet our goals, the cataloging process must be accelerated to occur simultaneously with the reorganization of the storage spaces. Project activities are based on recommendations from a 2003 IMLS Conservation Assessment Program (CAP). Conservation measures recommended in the CAP report are already in progress.

44. Certification:

  
Signature of Authorizing Official

12/21/04  
Date

## **Long Range Plan Summary**

The Adirondack History Center's current long range plan was adopted in June of 2003 as a five-year plan designed around the museum's mission "... dedicated to fostering a knowledge and appreciation of the County's past by collecting, preserving, and interpreting tangible reminders of the men and women who have preceded us in this place ...". The comprehensive plan focuses on four primary objectives: collections management and programs, outreach and partnerships, governance, and buildings and grounds. Strategies for each of the four areas are addressed by year over the five years of the plan. The particular focus of the plan for the current year is in the area of collections management.

During the past two years the long range plan has focused on key initiatives concerning our education programs. Goals and strategies for educational outreach led to the award of a 2003 Learning Opportunities Grant through the Institute of Museum and Library Services (IMLS) for developing new educational programs. Another IMLS grant received in 2002, the IMLS Conservation Assessment Program (CAP), helped to guide the organization in its collections care and building needs. The CAP grant and the New York State Council on the Arts (NYSCA) funded a comprehensive design study to evaluate the historic integrity of the building, the requirements of the collections, and the museum's programs in anticipation of building construction needed to gain handicap accessibility. Construction documents have recently been prepared for installing an elevator and accessible restrooms with building construction scheduled to begin next year.

The need to address collections management as the next important strategy of the long range plan is directly related to the construction project. The CAP report addressed specific activities required for the collections in connection with the building project. In addition to conservation measures currently in progress, storage spaces must be reorganized based on the new building design. Since 1999, the collections management initiatives have focused on re-cataloging the museum's artifacts and improving storage conditions especially in relation to future exhibitions goals. The computer cataloging program, introduced in 1999, has provided greater intellectual control over the collection and a better framework for documenting new accessions. College interns have been assisting with the inventory of the collections but much remains to be done. To meet our goals, the cataloging process for the collections must be accelerated so the collections inventory and cataloging happen simultaneously with the reorganization of the storage spaces to insure the collections remain accessible both during and after construction.

The remaining key components of the museum's long range plan are in the areas of outreach, governance, and building and grounds. The approach for realizing goals of public outreach includes implementing our new education programs and forming partnerships with other organizations. An IMLS Museum Assessment Program (MAP) award for the public dimension assessment was received last year to further address strategies for broadening audience. The governance initiative in the plan calls for an ongoing assessment of board structure and composition to keep board and staff aware of their expected roles and responsibilities. The buildings and ground initiatives continue to identify strategies for maintenance and future capital improvements. In addition to the four primary initiatives outlined above, the museum's long range plan is developed with secondary goals essential to the museum's continued development aimed at improving the museum's performance in the areas of finance and development, personnel, visitor services and organization of the museum's archives.

The methods used to develop the existing long range plan involved the participation of the seventeen trustees of the board through committee work and with the staff. The current plan focuses on all major areas of the museum's operations. The regular board committees of finance; building and grounds; collections, exhibits and programs; and membership and nominating met to determine each committee's objectives in order to

make recommendations to the long range planning committee. The long range planning committee is formed by one board member from each of the regular committees. The director participates in every committee meeting bringing input from staff, consultants, museum members, and the community. In developing the long range plan, the trustees and the director consider visitor comments, correspondence with the membership and researchers, and discussions with community members, local historians, cultural heritage groups, and town and county officials. Stated in the initiatives of the long range plan is the need for a self-study process through museum assessment grants and the services of consultants. Recommendations from the recent CAP reports by the conservator and the architect have been incorporated into the strategies of the current plan. Past long range plans generally have been developed around institutional assessments. Long range plans, developed in 1987 and 1994, were provisionally based on recommendations from MAP I and MAP II surveys and consultations with an architect, an exhibit designer, an industrial designer, and a landscape architect. The 1999 plan expanded its focus to include all major areas of the museum's operations. This approach continues in the structure of the current plan as it provides the museum's trustees with a clear directive on how to best allocate staff time and resources.

The long range plan is evaluated and updated through a review of the goals identified by year in each of the four areas. The plan designates which regular board committee oversees the implementation of each objective. Progress on the strategies outlined in the plan are reviewed at bimonthly board meetings, with an annual overall review providing a benchmark to measure progress. An evaluation of the goals and objectives and the success of their implementation is conducted by a special committee of the board formed by the participation of at least one board member from each of the regular committees. The next evaluation of goals in the long range plan is scheduled for February 2005. Reports are made by the director, who works closely with each committee to evaluate the progress of specific programs and initiatives, and the committee chairperson at bimonthly board meetings with yearly progress reports presented at the organization's annual meeting.

The museum has had success in meeting the goals outlined in its previous long range plans. The long range plan adopted in June of 1999, followed the accomplishment of goals outlined in the 1994 and 1986 plans. The 1986 plan focused on upgrading the physical plant and improving the care of the museum's collection. As a result of the plan, a capital campaign was mounted to raise funds for improvements. With the major threats to the building and collections successfully addressed, the 1994 long range plan focused on improving the museum's aging, permanent exhibitions and increasing the number of visitors to the museum. These improvements were addressed by a \$150,000 capital campaign from 1996 to 1999. The 1999 long range plan emphasized expanding the organization's presence beyond the museum's walls. This particular focus led to the development of new educational programs and more off-site programs. Partnerships have been formed with other organizations to combine our staff and resources with those of other organizations giving us the opportunity to accomplish more and better serve the needs of a larger audience. Our relationship with the county government has had a significant impact on our message reaching the larger community and has formalized our commitment to one another in the importance of our work. The 1999 plan also focused on the need for a comprehensive design plan in anticipation of building construction needed to gain accessibility. Including the CAP award, funding of \$437,000 has been received from several grant sources for the building project. One major grant source, the New York State Scenic Byways Program, is supporting the museum's role as a visitor interpretive center within Lakes to Locks Passage, a National Scenic Byway that has received the highest honor of recognition by the Federal Highway Administration as an All-American Road.

## 1. PROJECT DESIGN

The proposed project is designed to address the strategic goal of collection management. The project is designed as the next step in meeting the goals of our long range plan. The particular focus of the long range plan for the next two years is to reorganize and catalog our collections to correspond with our building project next year. This is an urgent need, identified through the long range planning process, to insure accessibility to the collection. The museum's collection is used extensively for collection-based exhibits, research and educational programs. The intention is to create no lapse in service to the public while the building is under construction as collections are moved and reorganized. The project builds on the museum's current collections management program by making use of the computer cataloging program in place while reorganizing the storage rooms to insure access.

The project design includes recommendations from a 2003 IMLS Conservation Assessment Program (CAP). Collection goals outlined in the report have been integrated into the museum's long range plan. Both reorganizational strategies and conservation measures are included in the report with the goal of bringing the collections management "to the next level." The CAP report addresses specific activities for the collections in connection with the building project. Storage spaces must be reorganized based on the new building design. Conservation measures recommended such as improving environmental conditions, establishing an environmental monitoring program, and developing pest management and disaster plans are already in progress. (See attached selections from CAP report.)

The project has been designed to hire a consultant for two years to reorganize and catalog the collections during the course of the building project. This has been determined to be the most efficient and effective approach to successfully reaching our goals. The museum does not have resources to hire a full-time collections management staff person, but has been fortunate to have a consultant with expertise and experience implementing recommendations from the CAP report. He has worked approximately 150 hours in the past several months addressing the conservation recommendations. At present, the consultant is moving textiles to a new storage area as the existing storage space will be eliminated for new restrooms. Shelving has been installed following the diagrams for reorganizing storage spaces proposed in the CAP report (attached). Archival boxes have been purchased to re-house the textiles.

The process of moving and re-housing the textiles has clearly demonstrated that the collections are not as well documented as we would like. From fifty years of collecting by the museum, we are finding gaps in the collection catalog, items unidentified or items only partially cataloged. There is a concern that as the moving and reorganizing of spaces continues the collection will become less accessible. To meet our goals, the computer cataloging process must be accelerated to occur simultaneously with the reorganization of the storage spaces. This insures the collections remain accessible both during and after construction. The responsibilities of the consultant will include completing the cataloging, conducting background research on the objects, and completing the digital records associated with the collections. The project is geared to meet requirements outlined in the CAP report and to meet the current goals for collection management in the long range plan. During the last five years, college interns have assisted with the cataloging of the collections. PastPerfect Museum Software, the cataloging program introduced in 1999, has provided greater intellectual control over the collection and a better framework for documenting new accessions but computer cataloging of objects has been a part-time effort and only 35% of the objects have digital records.

The Adirondack History Center's collection includes approximately 3,500 artifacts dating from the mid-18th to the mid-20th century. The collection is comprised almost exclusively of

objects directly associated with the county's past. A significant portion of the collection dates from the mid-to-late-19th century, a period when the county's population and economic activity were at their peak. Objects in the collection include agriculture, domestic, industry, military, professions, recreation, and transportation artifacts. Additional items relating to the area's unique character include archeological artifacts from the pivotal 18th-century French and English forts at Crown Point, a 58-foot Adirondack mountain fire tower originally constructed in the early 20th-century, and an iron bobsled used on the Olympic run in Lake Placid during the 1930s. The museum also houses a number of rare, well-preserved items including an 1887 Concord stagecoach used to transport tourists to area resorts and an early-20th-century stage curtain from a local grange hall that advertised area businesses.

The museum library contains approximately 2,500 books, pamphlets, maps, and over 6,500 photographs. Library holdings also include over fifteen periodicals and twenty newspaper titles in paper form and on microfilm. The library's vertical files include 2,000 files on families and subject areas. The library also houses over 200 manuscripts, diaries, day books for area businesses, hotel records, and employee records from a major iron mining company with operations in the area. The assistant director's responsibilities have focused on the library holdings. She has been using PastPerfect museum software to catalog approximately 2000 of the photographs in the collections to-date. She will continue in this effort while the consultant will focus primarily on cataloging objects in the collection. The books, pamphlets and periodicals are cataloged by a retired librarian who volunteers in the library every summer and fall. She is using the PastPerfect Library catalog. She will continue in this effort. During the summers, a college intern will be involved in every aspect of the project.

The museum has made significant progress in improving its collections management during the past three decades. Most of the management challenges facing the museum can be traced back to the collection's formation in 1955, when its volunteer staff was not trained to do comprehensive record keeping. In 1974, the staff began using standard accessioning procedures and started to systematically collect information about new artifacts. A subject-based catalog was developed that recorded the accession number, catalog division, age, provenance, dimensions, condition, cataloger, date cataloged, location, and repair record for each artifact. Further improvements in collections management were made in the 1980s following MAP I and MAP II surveys. In 1993, museum trustees adopted a collections management policy defining the scope of the collection and establishing policies and procedures for acquiring, documenting, conserving, loaning, and deaccessioning objects. Its implementation has been invaluable in formalizing procedures, discussing potential accessions with donors, and reinforcing the board's understanding of the museum's responsibilities as a collecting institution. Another step forward in the museum's care of the artifacts occurred when the computer cataloging program was introduced in 1999. The assistant director attended a workshop on collections management at the Smithsonian Institution in preparation for re-cataloging the collection. In the past year, the computer catalog system has been upgraded and digital imaging has been added. The assistant director attended another workshop on collections management in October 2004 offered by Pastime Software Company for using PastPerfect Museum Software.

The project has been designed for its impact beyond the two year scope of the project. Reorganizing and cataloging the collections will have a positive outcome for the future as well as for accessibility purposes during the construction period. With the computer cataloging of the collections up-to-date at the end of the project, the assistant director and college interns can keep it current for new acquisitions. Through the project there is the potential for future on-line presence for the collections on the museum's web site using PastPerfect's *Virtual Exhibit*. In addition, the museum is joining in a regional initiative, *North Country Digital History Project*, to create a regional data base for images, sound and videos. The project invests in capacity with measurable outcomes and tangible results that endure beyond the two years of the grant.

## 2. GRANT PROGRAM GOALS

The project addresses the Museums for America goal of *Sustaining Cultural Heritage* through collections management activities. Activities to sustain cultural heritage include cataloging collections so they are more accessible for exhibition, interpretation and research. As collection spaces are reorganized for our building project, we want to put substantial effort into this process. The project activities involve behind-the-scenes activities of the current staff and volunteers with a consultant hired specifically to reorganize and to catalog the collections. Proposed project activities allow for continuing the transfer from card-based collections management to an electronic collections management system, a process now only 35% completed for objects in the collections.

The project serves the public more effectively by continuing to improve our collections management procedures. The museum is committed to making nearly the entire collection accessible to the general public with more than half of the object-based collection on exhibit at any one time. The reorganization of collections areas creates an urgency for accelerating the computer cataloging process so the construction does not adversely affect access, exhibits and programs. The project allows for the consultant to devote a full-time effort toward achieving an orderly process for moving and cataloging collections.

The project clearly relates to strategic goals in the area of public service. The need to retain intellectual control over the relocated artifacts is important in developing new exhibitions and programs as well as for current exhibitions. Two current museum exhibits, *The County's Attic* and *Ties that Bind*, have been designed for annual rotation of a selection of objects. This effort to move items from storage into the exhibits provides opportunities for displaying additional artifacts from the collection. Access to the collections for ongoing interpretation and for the development of museum programs is another goal. A dramatic program offered in the summers leads visitors on a tour of the museum using actors. A scene from the production relies on dresses from the textile collection to tell the stories of their previous owners, one an everyday dress and the other worn to President Lincoln's inaugural ball. The program is dependent on having access to dresses in the collection as well as the background information about these Adirondack women from catalog records.

## 3. PROJECT - HOW THE PROJECT FITS INTO STRATEGIC PLAN AND MISSION

The museum is committed to creating an environment that is open and accessible to foster a knowledge and appreciation of our region's rich heritage. The project is based on the goals of the long range plan and advances the museum's mission. The proposed project builds effectiveness in meeting our mission and furthers strategic goals in the area of collections management. Collections care has always been a priority of the long range plan and an important component of museum operations. Long range plans of the past as well as the current plan have identified collections management as a fundamental purpose to our mission for maintaining our cultural heritage. The long-term results of achieving our two top strategic goals: making the building handicap accessible and retaining access to collections by reorganizing storage spaces and cataloging collections, support goals for widened access.

The scope of the proposed project effects a systemic change within the organization because the activities are designed to enhance collections management by bringing it to "the next level." The project carries the collection management activities forward from a part-time effort by college interns and the assistant director to a full-time effort by an experienced consultant. The project expands the museum's capacity to carry out its strategic goals by building on existing collection management practices using the upgraded computer cataloging program and recent staff training to accelerate cataloging activities during the building construction period.



#### 4. STRATEGIC PLAN: PROCESS AND FINANCIAL RESOURCES

As discussed in the long range plan summary above, the trustees and the director considered staff comments, visitor comments, correspondence with the membership and researchers, and discussions with community members, local historians, cultural heritage groups, and town and county officials in developing the long range plan. The proposed project meets the needs of the museum by directly addressing the strategic goals for collections management, a priority strategic goal of the plan. The needs of the community were considered in developing the long range plan through an informal survey of our visitors. A formal assessment is currently in progress through a MAP review of the public dimension.

The organization is in a relatively sustained period of financial stability. The museum's finances are managed by the director under the supervision of a finance committee of the board. In recent years, the museum's finance committee and board of trustees have worked to develop strategies for attracting revenues from diverse sources to prevent the organization from becoming overly dependent on any single funding source. Despite the diminishing size of state and local government funds designated for cultural programs, the museum has managed to maintain a stable level of support in this area. The museum has received approximately forty percent of its support from the county and state during the past two years. The museum has devoted time to cultivating individual donations for operating expenses through memberships, annual fund appeals, and fundraising events. Individual giving contributes twenty percent of income. Revenues generated through such activities have increased substantially over the past five years. In addition, program revenues produce about twenty percent of income. Individuals' gifts and bequests have substantially increased the museum's investment fund from approximately \$16,000 in 1989 to its current level of \$89,000. In 1999, the museum was designated as a beneficiary of trust funds from a charitable foundation in the amount of \$16,000 annually. The trust funds allow the museum to meet specific goals of the long range plan. The funds are allocated primarily for exhibit and collection goals, future capital improvements, and for a small grant program developed to assist individuals, organizations, schools and communities with local history projects. A portion of the trust funds will be allocated for implementation of the project.

Funding of over \$437,000 has been received toward achieving accessibility for our museum building. The museum has received grant funding for design studies and building construction from the New York State Council on the Arts (NYSCA). Funding from the Governor's Office for Small Cities Community Development Block Grant has been received for architectural/engineering services and construction. The New York State Scenic Byways Program is also providing funds for building construction. In addition to installing an elevator and accessible restrooms, the new building design expands the gift shop area, provides back entrance doors leading to the gardens and farmers' market, and provides a public computer station for visitors to access website information.

The museum has had success in the past five years in obtaining over \$128,000 in grant funds from New York State for several special projects. The museum received funding through NYSCA toward the *Dreaming of Timbuctoo* traveling exhibition. Funds from the Cultural Tourism Initiative Grants Program from the Arts and Business Council supported lectures, performances and events around the exhibition. Additional funding from NYSCA was awarded for performances related to the exhibition at the museum. A grant from the Adirondack North Country Community Enhancement Program through the Division of Housing and Community Renewal provided funds for installing a new sign, parking area, and outdoor exhibition to supplement our landscaping efforts. The Lake Champlain Basin Program provided a grant for a new interpretive sign for the outdoor exhibition. Through a partnership with the Adirondack Farmers' Market Association, funding from the Department of Agriculture and Markets allowed us to construct a permanent pavilion-type structure on the museum grounds for once-a-week use by the farmers' market and for museum programs. The Documentary Heritage Program of the New York State Archives provided funds to identify, survey and plan for the systematic collection of mining records in

collaboration with other local organizations holding records. In addition, a local foundation provided a grant to purchase archival materials for storage of our photograph collection. The Lake Champlain Basin Program also provided a grant to publish a self-guided tour book *On the Trail of John Brown* for a tour offered by the museum in partnership with Adirondack Architectural Heritage.

See attached financial statements for the fiscal years 2002 and 2003.

## **5. APPROPRIATENESS OF PROJECT FOR INSTITUTION, AUDIENCE**

With the focus of the long range plan on collections management during the construction period and beyond, the design of the project is based on meeting the needs of our audience by preventing an interruption in services and by continuing to offer quality exhibitions and programs. The museum's primary service area is Essex County, a sparsely populated county lying entirely within the boundaries of the six million acre Adirondack Park in northeastern New York State. The county is the state's second largest, encompassing 1,900 square miles of varied terrain, an area approximately the size of the state of Delaware, extending westward from Lake Champlain into the highest peaks of the Adirondack Mountains. Its 39,000 residents are scattered throughout the county, with the major population centers of Lake Placid (pop. 8,661) and Ticonderoga (pop. 5,167) located more than sixty miles apart.

Essex County's year-round population is economically disadvantaged in comparison to the rest of New York State. Once thriving large industries have been gone for decades. The result has been devastating to the local economy. The unemployment rate for the county is almost 1½ times higher than the average for the state and the per capita income for Essex County residents is traditionally one of the lowest in the state. The year-round population is joined by a relatively affluent summer population with second homes in the area, many of whose families have summered in the county for generations. Individuals from these two groups of residents account for approximately half of the museum's visitors. The remainder of the museum's audience is drawn from tourists to the area, attracted by the scenic beauty and outdoor recreational opportunities.

The audience has been identified through several means. A sign-in book for all visitors asks for details on where they are from and why they have come to the museum. In addition, in our small museum setting, visitors constantly offer feedback on their museum experience giving us an informal assessment of their needs. A formal assessment of need is currently underway through the MAP public dimension assessment. Our audience says they are in search of an "authentic" Adirondack experience. Through the museum exhibitions they view more than two centuries of human activity in Essex County including military battles, industrial pursuits, international athletic competitions, and outdoor recreation. The exhibits are relevant to a first encounter with the region's history and also, for the frequent visitor, the opportunity for a personal connection to the history portrayed. The museum's role as a repository for the county's human history is particularly important given the emphasis placed on the area's natural environment. The county's inclusion in the eastern United State's largest wilderness area often leads to more emphasis on the natural resources than on its human inhabitants. Through its collection, the museum ensures the record of human presence in the area is preserved and interpreted for residents and visitors interested in understanding the story of the region in its fullest sense.

Managing the collections for our audience allows the museum to serve them through exhibitions, programs and research. Research activities are integrated with the collections in designing exhibits, documenting artifacts in the collection, preparing lectures and workshops, and in developing educational programs. Exhibitions and research have made use of the collections to broaden our audience in the interest of diversity, pluralism and inclusion. An example is the traveling exhibit, *Dreaming of Timbuctoo*, developed through a partnership with a local grass-roots organization. The exhibit offers new perspectives on the issues of slavery in America that relate directly to this region. Through the exhibit visitors are discovering the presence and importance of black homesteaders in Essex County, its

place in our cultural heritage, and its significance to national events of the mid-nineteenth century.

The project serves the audience, as well, by continuing to allow direct access to the collections. Access to the archives and stored artifacts may be arranged in consultation with the staff. Since its inception, the museum has been committed to making nearly the entire collection accessible to the public. Approximately half of the object-based collection is on exhibit at any one time, with rotating exhibitions providing the opportunity to display additional artifacts. The collection is used by visiting professors, journalists, local planners, historical consultants and students. The museum has also made it a priority to give students an opportunity to interact with the collection. Teachers bringing students to the museum are given supervised access to artifacts in storage that relate to current classroom projects.

The intended audience fits within the goals of the strategic plan for collection management as well as general goals for outreach. Stated goals include raising public awareness of the museum, positioning the museum as a historical source and resource, and offering professional assistance. Visitors to the museum seek a greater knowledge of the region and a greater appreciation for all that makes it unique. Access to the collections (and to the building) is key in reaching our audience as stated in the strategic goals of the long range plan. The project is the best solution to meet the audience's needs as access to the collections, without interference by the construction, supports research, exhibitions, and programs.

## **6. PROJECT RESOURCES: TIME AND BUDGET**

The proposed project continues our efforts to meet collection management goals and is the next progression in strengthening directions outlined in the long range plan. The time and budget for the project have been structured to successfully carry out the project to its conclusion. The museum has successfully met previous goals of the long range plan. The budget has been developed both for cost efficiency and to accomplish what we have set out to do. To accomplish the top priority activities in the collection management process: reorganizing storage spaces and cataloging collections, the budget consists of the costs for time spent by the director, assistant director, the consultant, library volunteer, college intern, and for supplies and materials. The director will oversee the entire project over the two years. In addition, the director is responsible for the financial management and the management of resources including money, facilities and supplies. The consultant identified for the project has expressed his interest in a comprehensive approach to our collection management needs and is well qualified to carry out the necessary activities for each program. The time required to complete the project is based on past experience with the computer cataloging process and experience with moving the textiles. To accomplish the cataloging, approximately 1135 objects will be cataloged each year. This averages to roughly twenty-three objects each week with the accompanying reorganizational tasks. This is a manageable work load as not every object will be moved. In some cases, complete catalog information is already available while other objects will require background research prior to cataloging. The work of the assistant director is ongoing and contributes to the goals of the project. Her work in cataloging the photographs will continue beyond the scope of the project. The library cataloging is also an ongoing task but the cataloging of the books will be current at the end of the two years. The project fits within the overall activities of the museum because it supports ongoing museum operations.

The costs for the museum consultant fees and indirect costs are included in the budget for the grant. The museum's responsibility for the project includes portions of the director and assistant director's time, materials and supplies, librarian volunteer services and services of a college intern, a cash match from the organization's trust funds and indirect costs. Grant funds requested are specific to the role of the consultant in meeting collection management goals. All other costs are the responsibility of the museum. The project does

not include costs for collection conservation activities already in progress such as the purchase of storage equipment, improvements to environmental conditions, development of long range preservation plans, or the building construction. (See Budget Justification for detailed budget discussions and Schedule of Completion.)

## **7. PROJECT RESOURCES: PERSONNEL AND TECHNOLOGY**

The management of all aspects of the project goals and activities is the responsibility of the full-time director, acting under the supervision of the board of trustees. The trustees recognize that the building project and the collections management project will demand much of the director's time over the next two years and they are prepared to assist with other museum operations as needed. The director has been employed by the museum since 2000. Her professional background is in anthropology, archeology, historic research and public administration. Before joining the museum, she served as Community Development Administrator for a local not-for-profit organization obtaining extensive administrative experience, as a historical archeologist for the State of New York, as a research supervisor for the anthropology department at the University of Vermont, and as an archeological site supervisor and graphics supervisor at Brown University. The director works actively with area cultural organizations. She serves on the advisory board for a regional architectural heritage friends group and for a local cultural heritage network, and participates on a grant review panel for an area arts council. As director of the county's historical society, she also fills the post of county historian, with the responsibility of coordinating activities with twenty municipal historians. The director is called upon to provide programs on local history and museum practices for a variety of local organizations. The director is a member of the American Association of State and Local History, the American Association of Museums, the Association of Public Historians of New York State, and the Museum Association of New York.

In accordance with the 1994 long range plan, the museum added a part-time, professional assistant to its staff in 1995 to assist with collections, archival research, and public programs. The assistant has a degree in English from Harvard University, is a long-time newspaper reporter and editor, and a former chamber of commerce director. The on-going tasks of her position are integrated into the project goals allowing her adequate time to accomplish the necessary tasks for the project. She will work directly with the consultant and continue in cataloging the photograph collection. The volunteer librarian will also work with the consultant in cataloging books, pamphlets and periodicals using the PastPerfect library catalog. The college intern will devote her efforts to assisting staff and the consultant in all aspects of the project over the summers.

The staff has attended regional workshops and seminars sponsored by the Museum Association of New York, the New England Museum Association, the Mid Atlantic Association of Museums, the Northern New York Library Network, and the Upstate History Alliance, and has received training in collections management, cataloging and accessioning, universal planning and accessibility, textile care, exhibit design and education. In October 2004, the assistant director completed a two-day workshop presented by the Pastime Software Company on the use of PastPerfect Museum Software.

The collections management consultant identified for the project has a strong background in regional history and expertise in 18th to 20th-century material culture. He has training in cataloging and collections management and considerable experience with computer catalog systems. He has an MA in anthropology and two years experience as director/curator for a similar organization obtaining an advanced level of job knowledge in historical society and museum work. Through his experience he has gained sound knowledge of professional standards for preservation, conservation treatment philosophies, object housing, handling and storage of collections. During the past several months, working as a consultant for the museum, he has shown a positive attitude, an ability to work with the public, and ability to accomplish goals within budget. See attached list of key project staff and consultants and resumes for key project personnel.

## SECTION 1: SUMMARY BUDGET

Name of Applicant Organization

**IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4–3.5 BEFORE PROCEEDING.**

## DIRECT COSTS

DIRECT COSTS	IMLS	Applicant	Total
SALARIES & WAGES		31,616	31,616
FRINGE BENEFITS		6,008	6,008
CONSULTANT FEES	49,000		49,000
TRAVEL			
MATERIALS, SUPPLIES & EQUIPMENT		920	920
SERVICES		7,580	7,580
OTHER		3,000	3,000
<b>TOTAL DIRECT COSTS</b>	\$ 49,000	\$ 49,124	\$ 98,124
<b>INDIRECT COSTS</b>	\$ 7,350	\$ 7,368	\$ 14,718
		<b>TOTAL PROJECT COSTS \$</b>	<b>112,842</b>

AMOUNT OF CASH-MATCH	\$ <u>3,000</u>	
AMOUNT OF IN-KIND CONTRIBUTIONS	\$ <u>53,492</u>	
TOTAL AMOUNT OF MATCH (CASH & IN-KIND CONTRIBUTIONS)		\$ <u>56,492</u>
AMOUNT REQUESTED FROM IMLS, INCLUDING INDIRECT COSTS		\$ <u>56,350</u>
PERCENTAGE OF TOTAL PROJECT COSTS REQUESTED FROM IMLS (MAY NOT EXCEED 50%)		<u>49</u> %

Have you received or requested funds for any of these project activities from another federal agency?  
(Please check one) ☐ Yes ☒ No

If yes, name of agency \_\_\_\_\_

Request/Award amount \_\_\_\_\_

# Project Budget Form

## SECTION 2: DETAILED BUDGET

Year ☒ 1 ☐ 2 ☐ 3 - Budget Period from 8 / 1 / 05 to 7 / 31 / 06

Name of Applicant Organization Adirondack History Center

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

### SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	( )	12hrs wk X 52 wks X \$17		10,608	10,608
<u>[REDACTED]</u>	( )	10hrs wk X 52 wks X \$10		5,200	5,200
<u>                    </u>	( )	<u>                                    </u>			
<u>                    </u>	( )	<u>                                    </u>			
TOTAL SALARIES AND WAGES \$				15,808	15,808

### SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>                    </u>	( )	<u>                                    </u>			
<u>                    </u>	( )	<u>                                    </u>			
<u>                    </u>	( )	<u>                                    </u>			
<u>                    </u>	( )	<u>                                    </u>			
TOTAL SALARIES AND WAGES \$					

### FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
19	% of \$	10,608		2,016	2,016
19	% of \$	5,200		988	988
	% of \$	<u>                    </u>			
TOTAL FRINGE BENEFITS \$				3,004	3,004

### CONSULTANT FEES

NAME/TYPE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. of DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	\$14	1750	24,500		24,500
<u>                    </u>	<u>                    </u>	<u>                    </u>			
<u>                    </u>	<u>                    </u>	<u>                    </u>			
<u>                    </u>	<u>                    </u>	<u>                    </u>			
TOTAL CONSULTANT FEES \$			24,500		24,500

### TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
<u>                    </u>	( ) ( )	<u>                    </u>	<u>                    </u>			
<u>                    </u>	( ) ( )	<u>                    </u>	<u>                    </u>			
<u>                    </u>	( ) ( )	<u>                    </u>	<u>                    </u>			
<u>                    </u>	( ) ( )	<u>                    </u>	<u>                    </u>			
TOTAL TRAVEL COSTS \$						

## Project Budget Form

## SECTION 2: DETAILED BUDGET CONTINUED

Year ☒ 1 ☐ 2 ☐ 3**MATERIALS, SUPPLIES AND EQUIPMENT**

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Materials & Supplies	20% general office supplies		460	460
<b>TOTAL COST OF MATERIALS, SUPPLIES, &amp; EQUIPMENT \$</b>			460	460

**SERVICES**

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
	10 hrs wk X 16 wks X \$10		1,600	1,600
	30 hrs wk X 10 wks X \$7.30		2,190	2,190
<b>TOTAL SERVICES COSTS \$</b>			3,790	3,790

**OTHER**

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Cash match	Museum Trust Funds		1,500	1,500
<b>TOTAL OTHER COSTS \$</b>			1,500	1,500

<b>TOTAL DIRECT PROJECT COSTS \$</b>	24,500	24,562	49,062
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**INDIRECT COSTS**

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
- ☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

% of \$ \_\_\_\_\_ = \$ \_\_\_\_\_

	IMLS	Applicant	Total
C. Total Indirect Costs	\$ 3,675	\$ 3,684	\$ 7,359

# Project Budget Form

## SECTION 2: DETAILED BUDGET

Year ☐ 1 ☒ 2 ☐ 3 - Budget Period from 8 / 1 / 06 to 7 / 31 / 07

Name of Applicant Organization Adirondack History Center

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

### SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	( )	12hrs wk X 52 wksX \$17		10,608	10,608
<u>[REDACTED]</u>	( )	10hrs wk X 52 wksX \$10		5,200	5,200
	( )				
	( )				
TOTAL SALARIES AND WAGES \$				15,808	15,808

### SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
	( )				
	( )				
	( )				
	( )				
TOTAL SALARIES AND WAGES \$					

### FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
19	% of \$	10,608		2,016	2,016
19	% of \$	5,200		988	988
	% of \$				
TOTAL FRINGE BENEFITS \$				3,004	3,004

### CONSULTANT FEES

NAME/TYPE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. of DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	\$14	1750	24,500		24,500
TOTAL CONSULTANT FEES \$			24,500		24,500

### TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
	( ) ( )					
	( ) ( )					
	( ) ( )					
	( ) ( )					
TOTAL TRAVEL COSTS \$						



# Project Budget Form

## SECTION 2: DETAILED BUDGET CONTINUED

 Year ☐ 1 ☒ 2 ☐ 3

### MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Materials & Supplies	20% general office supplies		460	460
			460	460
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$				

### SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
	10 hrs wk X 16 wks X \$10		1,600	1,600
	30 hrs wk X 10 wks X \$7.30		2,190	2,190
TOTAL SERVICES COSTS \$			3,790	3,790

### OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Cash match	Museum Trust Funds		1,500	1,500
			1,500	1,500
TOTAL OTHER COSTS \$				

TOTAL DIRECT PROJECT COSTS \$	24,500	24,562	49,062
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### INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.  
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

\_\_\_\_\_ % of \$ \_\_\_\_\_ = \$ \_\_\_\_\_

	IMLS	Applicant	Total
C. Total Indirect Costs	\$ 3,675	\$ 3,684	\$ 7,359

## BUDGET JUSTIFICATION

The management of all aspects of the project goals and activities is the responsibility of the director. The preservation of the institution's collections while the building construction is in progress remains as her overall responsibility. The director will be involved in all decisions for moving and reorganizing, and in determining priorities for the project activities. The director will oversee the financial management and the management of resources including money, facilities and supplies. There will be a separate accounting category within the organization's internal accounting system for all project costs. It is estimated that the director will spend twelve hours per week in managing the project activities. The museum will cover the cost of the director's time.

The assistant director will be directly involved in all aspects of the project and will focus on cataloging the photograph collection. It is estimated that the assistant director will average ten hours per week over the course of the project. The museum will cover the cost of the assistant director's time.

The rate for fringe benefits for museum staff is nineteen percent. The fringe benefits for the director and assistant director are \$6,008. Fringe benefits will be paid by the museum.

Grant funds are requested to cover the consultant's time for collections management activities. Without the consultant's services, it would be very difficult for existing staff to meet the collection management needs during the building project. His responsibilities will require thirty-five hours per week over the two years. He is responsible for the management, execution and coordination of all project-related activities. His responsibilities include developing a well-organized process that will ensure access to the collections. Throughout the project, he will be implementing the collections management activities as they support programs, exhibits, and research. The consultant was selected based on his qualifications, his experience as director/curator at the Clinton County Historical Association, and his recent experience with the museum. The consultant has worked approximately 150 hours in the past nine months with the museum staff on specific conservation projects recommended in the CAP report.

The time required to complete the project is based on our past experience with the computer cataloging process. To accomplish the cataloging, approximately 1135 objects will be cataloged in each of the two years. This averages to roughly twenty-three objects per week. In some cases, complete catalog information is available on cards while some objects will require background research prior to cataloging. The work load for cataloging takes into consideration the accompanying moving of objects and reorganizing of storage spaces. Although not every object will be moved our experience with moving the textile collection has demonstrated that adequate time must be allocated for the process. The orderly approach to moving and cataloging will be essential to the success of the project.

The costs for materials and supplies for the consultant's use are based on a 20% share of the annual costs for material and supply expenses. The cost for materials and supplies for the project is \$920.

In-kind services valued at \$3,200 are provided by a retired librarian who volunteers each summer and fall to catalog books, pamphlets and periodicals in the library. She is using the PastPerfect library catalog and will work directly with the consultant for consistency across the program. A college intern will provide \$4,380 in services to the project. She will work with the staff and the consultant in support of the project over two summers.

The museum is fortunate to be designated as a beneficiary of trust funds from a charitable foundation in the amount of approximately \$16,000 annually. The trust funds are used to meet specific goals of the long range plan. The funds are allocated for exhibit and collection goals, future capital improvements, and for a small grant program developed to assist individuals, organizations, schools and communities with local history projects. Trust funds in the amount of \$3,000 will be allocated over the two years of the project as a cash match.